

Business Analysis



Debbie Paul
Managing Director


www.assistkd.com

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Introduction – Debbie Paul



MD AssistKD

BCS Chief Examiner

Author



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Presentation summary



Origin

Rationale

Failure

Delivery

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Drivers for business analysis



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Definition of the BA role

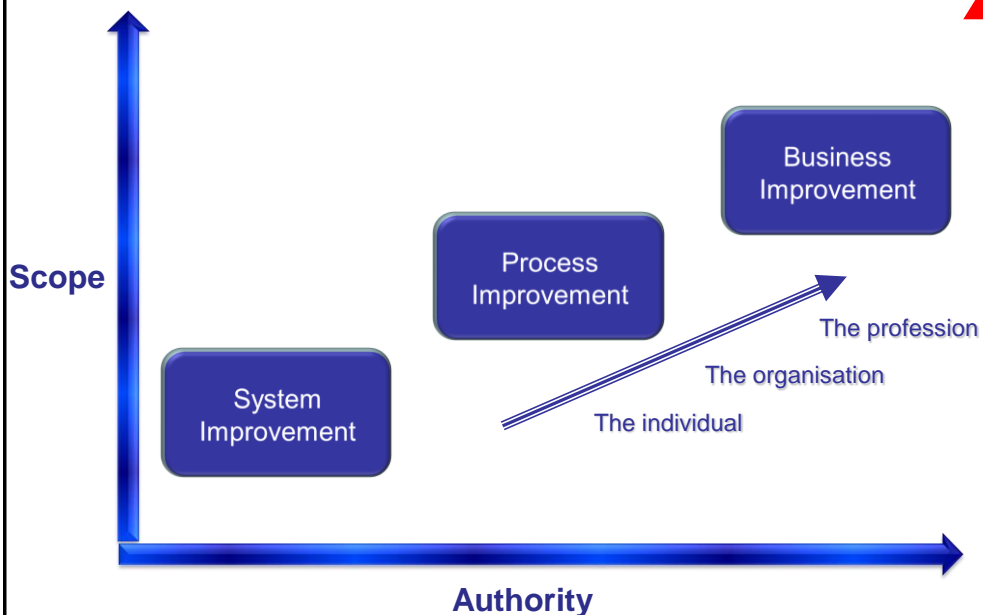


An internal consultancy role that has the responsibility for investigating business situations, identifying and evaluating options for improving business systems, defining requirements and ensuring the effective use of information systems in meeting the needs of the business.

Debra Paul, Business Analysis, 2010

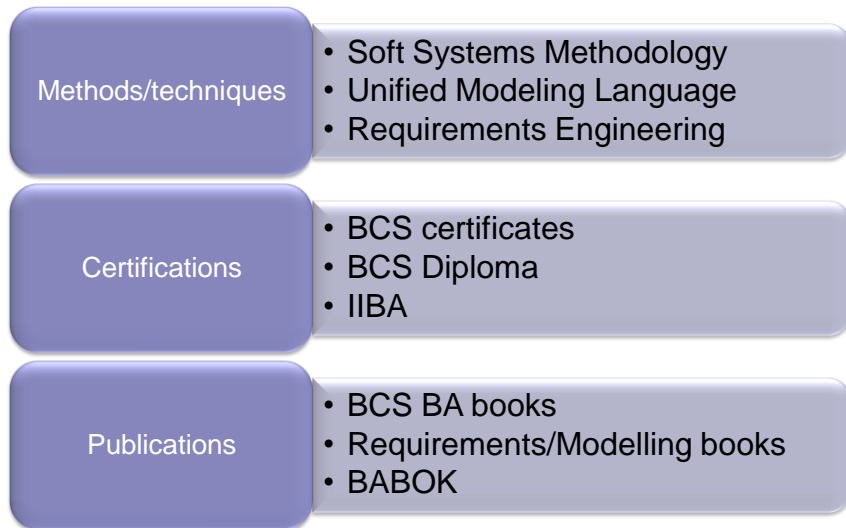
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Business Analysis Maturity Model



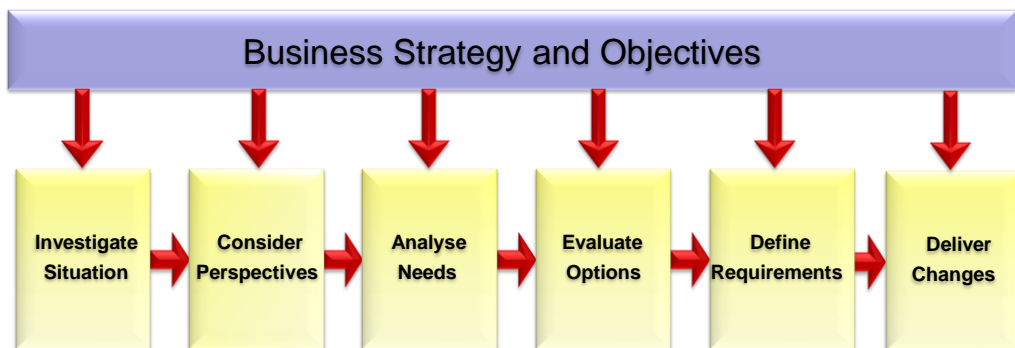
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Professionalism in business analysis



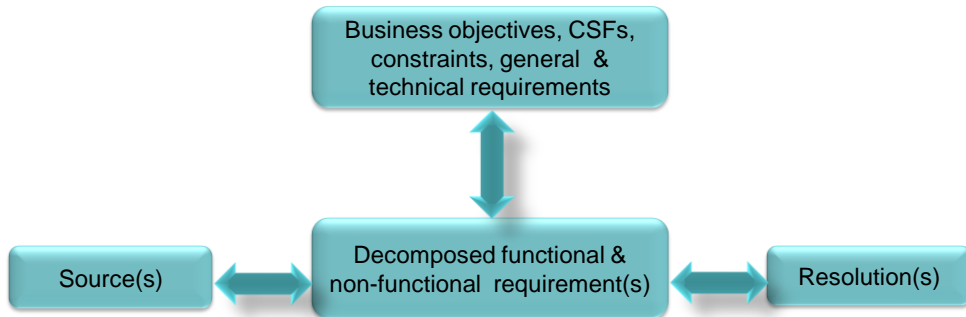
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Business Analysis Process Model



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Requirements traceability



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Why do change initiatives fail?



- **No link to strategy**
- Lack of governance
- **Lack of user engagement**
- **Poor requirements**
- Resistance to change

Reasons for failure

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Groundhog Day



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There might be a better way...



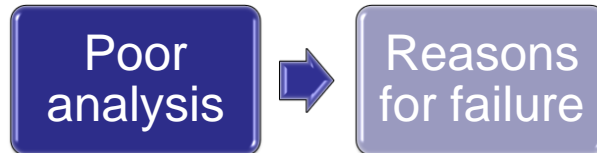
...managers don't understand how to define or measure failure and too often put blame on individual failures, instead of **looking at the organization as a whole**.

...organizations need new and better ways to **go beyond lessons that are superficial and self-serving** and instead use context-specific learning strategies to prevent mistakes.

*Professor Amy Edmondson
Harvard Business School*

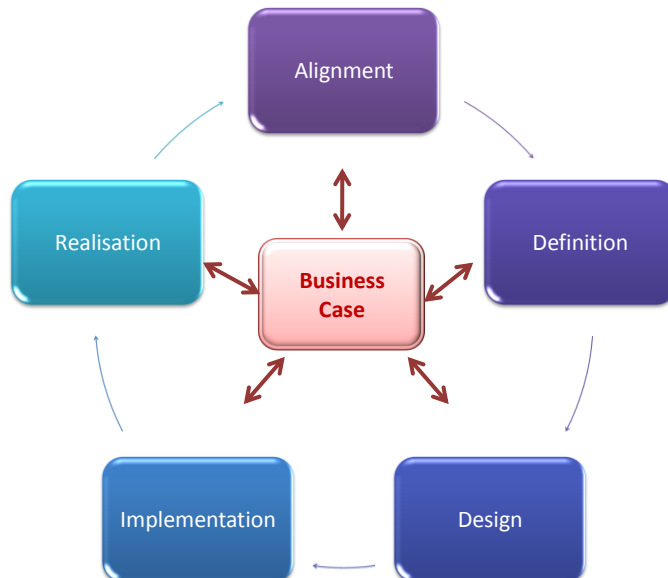
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What is the root cause?



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The Business Change Lifecycle



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A quote from a project manager



Project management is a well-defined discipline so we know how to deliver on time and within budget, the problem is that we are often delivering the wrong thing.

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Defining the business change



- Investigation situation
- Analyse needs
- Evaluate options
- Scope solution

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What's in a job title?



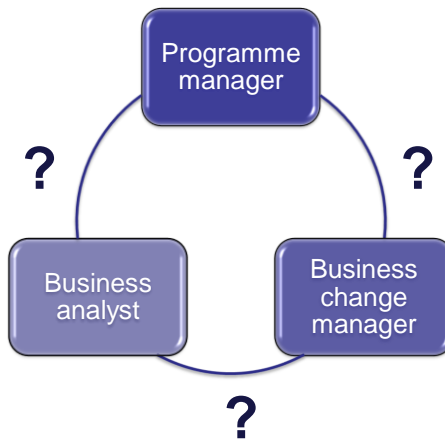
Systems Analyst
Business Systems Analyst
Business Analyst
Process Engineer
Business Process Analyst
Process Analyst
Business Strategy Analyst
Business Change Analyst

Requirements Analyst
Data Analyst
Benefits Analyst

Portfolio Architect
Business Architect
Enterprise Architect
Requirements Engineer

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Role disconnects and fragmentation



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Systematic approach v systemic thinking



Systematic approach

Divide each difficulty into as many parts as is feasible and necessary to resolve it.

Rene Descartes

Systems thinking

A discipline for seeing wholes.

Peter Senge

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Systems thinking – what's the point?



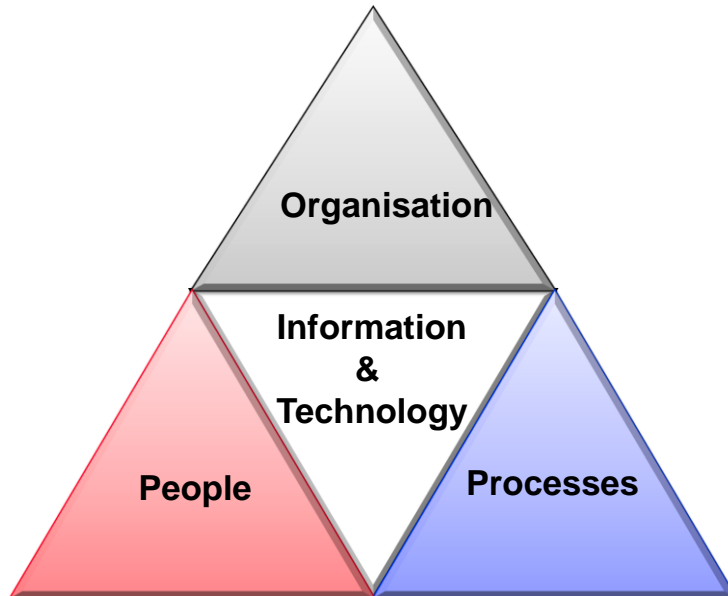
Why?

What?

How?

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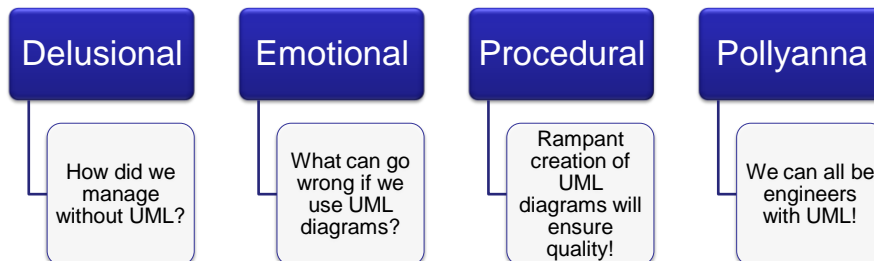
POPIT™ model



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SFBA-V4-0/21

Fever watch



Alex E Bell

<http://queue.acm.org/detail.cfm?id=984495>

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Couldn't put it better....



If you only have a hammer, you tend to see every problem as a nail.

Abraham Maslow

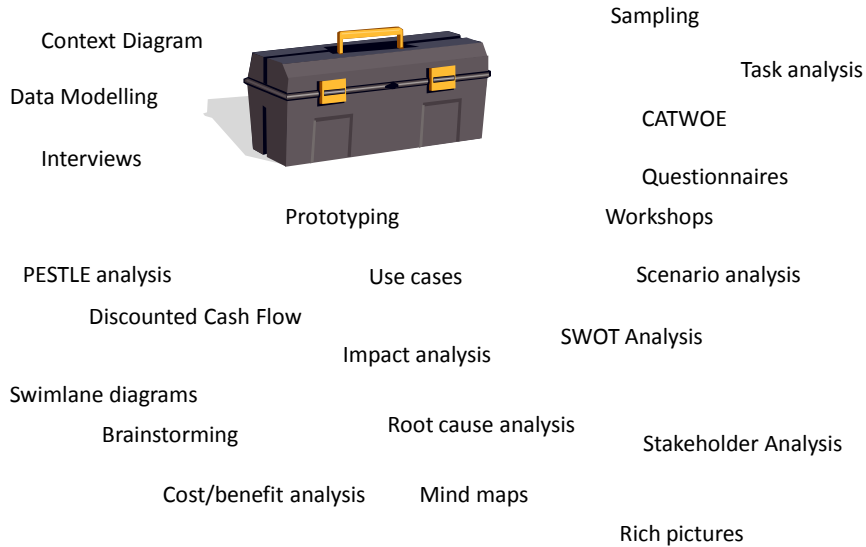
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The right tool for the right job



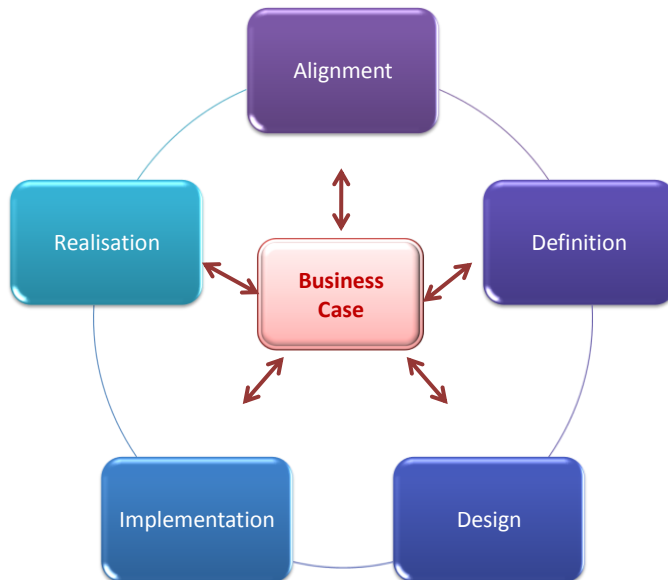
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The business analysis toolkit



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The Business Change Lifecycle



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Guiding principles for business analysis



- Root causes not symptoms
- Business improvement not IT system change
- Creative options not prescribed solutions
- Feasible requirements not all suggestions
- Entire lifecycle not just requirements definition
- Negotiation not conflict avoidance
- Business agility not business perfection

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Questions?



Debbie Paul
Managing Director

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